BULLETIN from NATIONAL COUNCIL of YOUNG MEN'S CHRISTIAN ASSOCIATIONS of CANADA

The Co-operative Service for Canadian YMCAs and YMCA-YWCAs

Vol. 4, No. 3 — SUMMER, 1968

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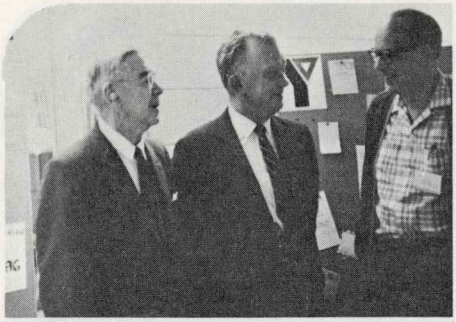

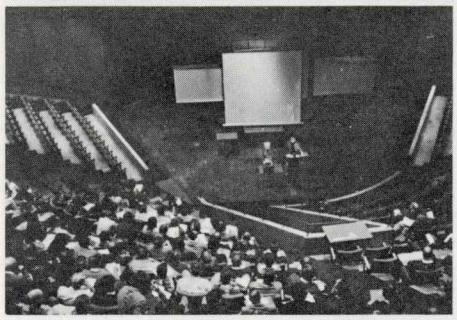

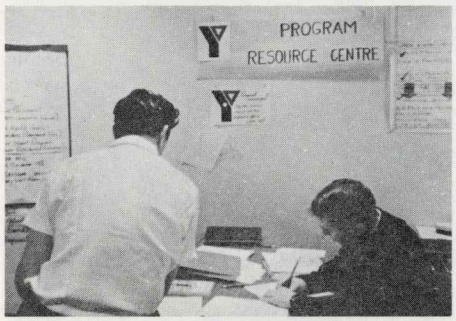

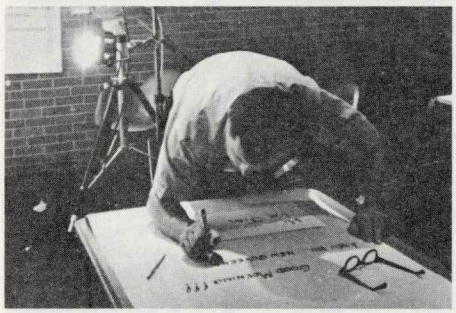

ARE YOU WITH IT?

Now . . . the Canadian YMCA

following the '68 Conference at York University (June 23-27).

▼ The present statement of purpose of the Canadian YMCA is inadequate in that it cannot be accepted in good conscience by many Y members.

▼ Membership in the YMCA should be defined to include as members all persons who participate in any way in YMCA activities.

▼ The YMCA must place a much stronger emphasis on its role as a community service organization.

▼ The YMCA should be prepared to take a public position on major issues in which it has particular interest or knowledge.

▼ The YMCA must be prepared to become much more actively interested in what governments are doing, and should be ready to make representations to government on important matters of policy. It should be prepared to accept, and in some cases actively seek, financial support from governments for specific projects and programs.

▼ Far more emphasis must be placed on programs which meet high-priority social needs than presently, when too often we allow financial considerations to dictate program priorities.

▼ YMCA buildings should be centres from which programs radiate out into the community, and not enclosures which confine the program within them and limit the Y's outreach into the community.

▼ We must be prepared to give capable young secretaries far more responsibility in undertaking programs which involve a high degree of innovation and experimentation even though these may also involve a high degree of risk.

▼ The YMCA must become much of a "change agent" than it has been in recent years. This will involve necessary institutional risk.

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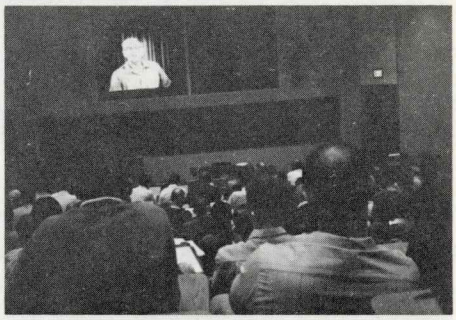
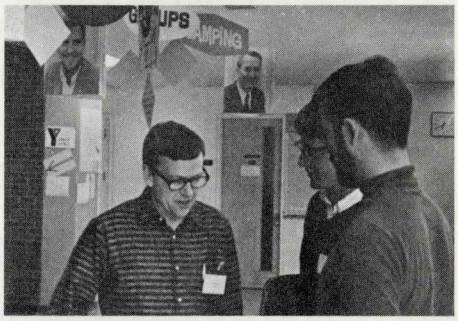
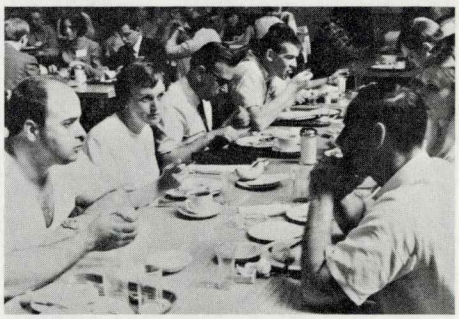
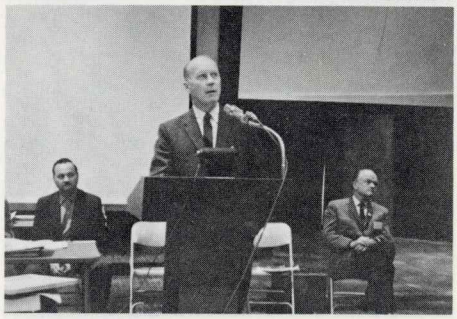
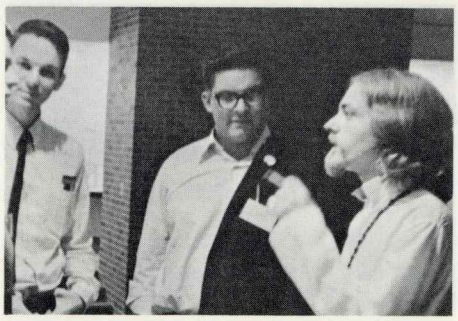


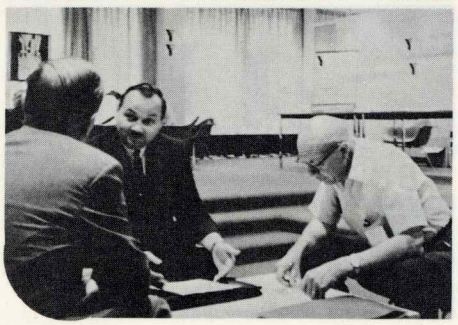




MOVING WITH CHANGE . . . . YOUR COPY OF 1967 ANNUAL REPORT FOLLOWS . . .







CHANGE AND THE 'Y'

AUTOMATION: What implications do impersonalization and dehumanization have for a social organization such as the Y? URBANIZATION: The population shift to the cities means more intricate and explosive human relations, as well as a drain of human resources from the rural areas. What implications does this shift have for the YMCA's programs and goals?

COMMUNICATION AND TRANSPORTATION: The way in which developments in these areas have destroyed the old barriers of time and space, and the new "world orientation" of youth and adults in both urban and rural areas, challenge the Y's understanding of people and its ability to help them.

MORAL, ETHICAL, AND RELIGIOUS CONCEPTS are undergoing gradual and rapid change. A growing awareness on the part of youth of the hypocrisy and rigidity in the mores of our society leads to the question "Is the Y in tune with this new, emerging morality?"

THE SEARCH FOR HUMAN IDENTITY. All of us are seeking to find ourselves and our role in a society that is marred by poverty, segregation, dehumanization. Often the struggle results in protest and rebelliousness. Does the Y have a place in this struggle?

▼ When we talk about organizations like the Y, we are talking about the attitudes, fears, resistance, vision, of the individuals who make up this social enterprise, and it may be these that are impeding innovation and adaptability.

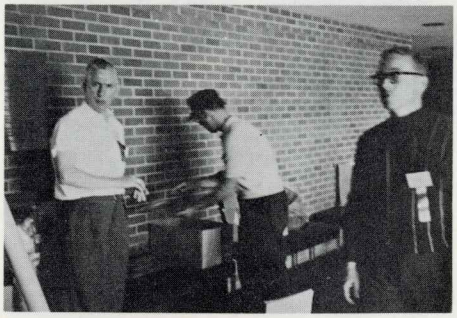
▼ Innovative leaders are highly mobile. Once they meet resistance to their ideas, they tend to move to other systems. As a consequence, the structure of an organization becomes an inflexible, resistant, institutionalized barrier to effective adaptation. Perhaps the YMCA needs to re-examine its organizational structure to see if it is not out of joint with contemporary and emerging realities. Any significant change will involve rearrangements of patterns of power, association status, skills, and values.

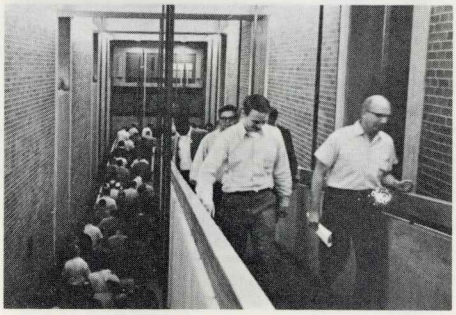
▼ Since personnel makes up one important aspect of human resources for innovative change, it seems inconceivable that this area has not been given more attention — not only for maintaining personnel, but for procuring personel.

▼ Our goal statement is inconsistent with the structure and activities of our organization. Perhaps the problem lies in the fact that our goal statement represents a generalization, thus the implication of this statement is unclear and our behaviour and activities unrelated.

from INTRODUCTORY STATEMENT by DR. ROBERT CROOK, Assistant Dean of Teacher Education, Queen's College, City University, New York.

Published by
THE NATIONAL COUNCIL
OF YOUNG MEN'S
CHRISTIAN ASSOCIATIONS OF CANADA
2160 Yonge Street - Toronto 7
JOHN J. CARSON, President
WILLIAM H. WOODROW,
Chairman National Board
N. F. PETERSEN, Treasurer
LES VIPOND, General Secretary
Produced by the National YMCA
Communications Committee
Authorized as Second Class Matter,
Post Office Department, Ottawa
Mailed at Oshawa, Ontario

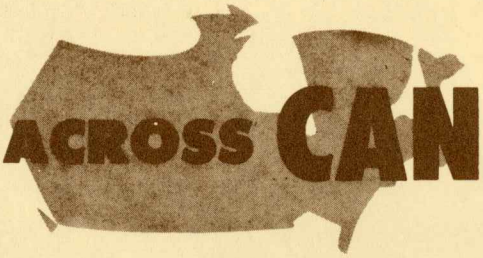




Outdoor patio and gardens
adjoining Geneva Court and Lodge

MOVING WITH CHANGE

THE 'Y' ACROSS CANADA



- For the first time the number of Registered Members exceeded 200,000 with 204,782 being recorded on the rolls as at December 31st, 1967. This was an increase of 5,469 members registered over the previous year and the increase of 2.7% can be partially accounted for by the fact that three more Associations reported in 1967.

- The average number of total groups recorded by each Association is slowly rising until today each Association has an average of 152 groups.

- Figures in 1967 continue to reveal that the Canadian YMCA and YMCA-YWCA are growing. Investment in plant and equipment has increased 6.9% to $73,141,300. It is anticipated that this figure will continue to grow annually by $5,000,000 to $7,000,000. It is interesting to note that in 1952, only $14,330,000.

- Centennial Year was also active in the field of YMCA personnel. Some favourable trends that have been noticeable for the past five years accelerated during 1967. We have reached a new high in the number of staff members who are educationally qualified for professional positions (286 in 1967, 268 in 1966) and another decline in the numbers of those who are not so qualified. Our total staff at the end of the year was 439, which is a new record.

- Some creative ideas in Canadian Associations:

. . . **Educational Camp**

Cooperative 5 day program in June with the Board of Education for Grade 4 Students. A practical educational experience in the out-of-doors, utilizing school teacher and resource personnel.
Contact: R. A. Matthews, Midland YMCA.

. . . **Children's Summer French Program**

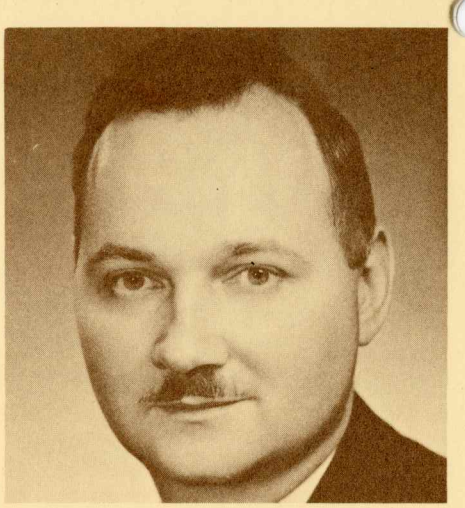
Daily program for five weeks of physical activities, movies, trips, in which only the French language was used. Leadership was provided by French-Canadians.
Contact: K. W. Johston,
International Branch YMCA, Montreal, P.Q.

. . . **Summer Adventure '67**

A program of tours, trips, sports, planned and carried out by the participants, — boys 12 to 15 years.
Contact: Peter Noble, North Toronto YMCA.

1967 ANNUAL REPORT

NATIONAL COUNCIL YMCAS OF CANADA



PRESIDENT'S REPORT . . .

The word which perhaps best characterizes the state of society today is "change". It touches every aspect of our life. The "Y" has always been a "change-oriented" movement. Many other organizations have come and gone in the one-and-a-quarter centuries since the "Y" came into existence.

The "Y" in Canada has never been stronger in terms of membership or resources. We are established in almost every major community in Canada; we have over 200,000 members and since the end of World War II over $60 million has been spent in building new YMCAs and expanding the facilities in almost every "Y" in the country. But in many ways our very strength is one of our greatest problems. We have become part of the established order of things. And many of today's revolutionaries doubt that we are really interested in fundamental social change or that capable of playing a significant part in it.

We in the YMCA must face these questions squarely. What really **is** our role; to what extent are we free to be venturesome and innovating in our programs and in our response to sensitive public issues? What do we have to offer today that is truly unique or special?

Youth must participate and be heard

Today's young people have been born into this era of rapid change and their values and expectations are shaped by it. Today's new world is very much their world. And the gulf in meaningful communication and understanding which separates them and their parents' generation is greater than it has ever been.

The "Y" can play a major part in helping to bridge this gap — and it must start within its own membership! I cannot think of a greater opportunity for us — or a higher priority! Whatever the programs and activities are, it is important that youth participate, not as youth but as people, and that they be accepted by their elders for what they are, for what they can contribute. More young people must be brought on to our boards and committees. We have not gone nearly as far in this direction as we should.

New channels for youth energy must be created in the communities

Another important task for the "Y" is to find constructive and creative channels for the tremendous energy drives of today's youth generation. We must change radically our concepts of organization as well as the practices of institutional life if we are to provide young people with the outlets they demand and deserve for their creative energy. The "Y", as a community organization which obtains its leadership and its financial support from the community it serves, can help young people to focus on community problems and to find ways of bringing their own energies and talents to bear on dealing with them.

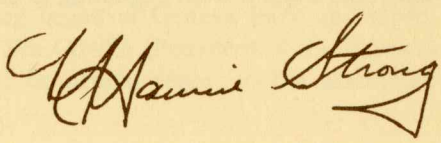
More opportunity for members to deal with national issues through National Council

But the "Y" is also a national organization. National Council sees as one of its main priorities the need to develop even more opportunities for people to become involved significantly through their YMCA with some of the principal issues confronting us nationally.

Greater emphasis on world awareness

The "Y" is also a world organization providing a potential for direct involvement in the problems facing the larger community of mankind. Our new approach to World Service and our relationship with organizations like CUSO could make it possible in the future for us to send many more young people out to developing countries and to bring more of their counterparts to Canada for "Y' leadership training. It also makes it possible for the young people in our communities to feel a sense of common interest with their counterparts in other communities around the world.

Our June Conference provides us with an opportunity to formulate a clear consensus as to the role of the YMCA in Canadian society in the years ahead. The results of this experience should be a new focus, a new sense of direction and of relevance to the key issues of our times.



PROGRAM SERVICES

Program Services identified some of the more innovative types of program that were tried last year. Some listed were:—

. . Caravan Tours — several Association groups travelled by van or bus around various parts of the country, camping as they went.

. . Summer Day Camp conducted in French for both English and French speaking youngsters in Montreal.

. . A different approach to serving apartment dwellers e.g., the St. James Town Project in Toronto.

. . Expanding decentralized work with young people who have "opted out" of school or society; e.g., detached workers in Toronto, Montreal, Hamilton, Halifax.

. . Family Life Education programs — such as in Dartmouth.

. . Fitness Research conducted in cooperation with Universities; e.g., Toronto Central Y — U. of T.

. . Planning and Development Seminars — Montreal, Halifax.

. . Increased emphasis on Counselling Services in many cities, but especially Toronto where the Counselling Service was greatly enlarged during the year.

This list could be greatly expanded, but even so such new approaches occupied a minimum of Association time compared to the heavy load of regular programs in youth program, camping, (although in Eastern Canada there was a slight falling off of attendance at residence camps which was attributed to family trips to Expo 67), and especially Physical Education.

The tenth Annual Leaders Camp was held at Geneva Park in July with great success and this was followed by the Skill School in September. Both of these important courses were generously subsidized by the Council for Fitness and Amateur Sport. Another Government sponsored program in 1967 was the training for sports deprived areas project. These included the Rama Indian Reserve program (by Geneva Park), a program for Beechville in Nova Scotia (by Halifax) and on the Magdalen Islands (by Montreal). Grants were available for more projects and it is regrettable that more Associations did not take advantage of this opportunity.

Centennial Year was a good year for sports in Canada and the YMCA participation was high. Montreal Notre Dame de Grace 'Y' held the Canadian Handball Championships and Toronto West End 'Y' went one better by holding the "World Handball Championship." The 'Y' was engaged in Canada's Winter Games in Quebec City and the Winnipeg YMCAs provided leadership and facilities for the Pan-American Games. Hamilton 'Y' conducted the Ontario YMCA Swimming Championships with over 200 entries. Another dozen Y's took responsibility for hosting and promoting area competitions in basketball, gymnastics, volleyball and swimming.

The Howard Crocker Awards for maintaining high standards in Physical Education were presented to:—

North York YMCA	A Classification
Brandon YMCA	AA Classification
Winnipeg-St. Vital YMCA	AAA Classification
Hamilton YMCA	AAAA Classification

Winners of the Hi-Lo (Athletic) contest were:—

Midland YMCA	A Classification
Brandon YMCA	AA Classification
Saskatoon YMCA	AAA Classification
Hamilton YMCA	AAAA Classification
Sault Ste. Marie YMCA	Girls' Hi-Lo

Symposium of Recreation which was also held in Montreal, in June, and at which YMCA leaders were well represented. As it concluded the National Council Annual Meeting began at Geneva Park and representatives, led by Jim Condie (President of the Physical Directors' Society) brought a report to the assembled Council members.

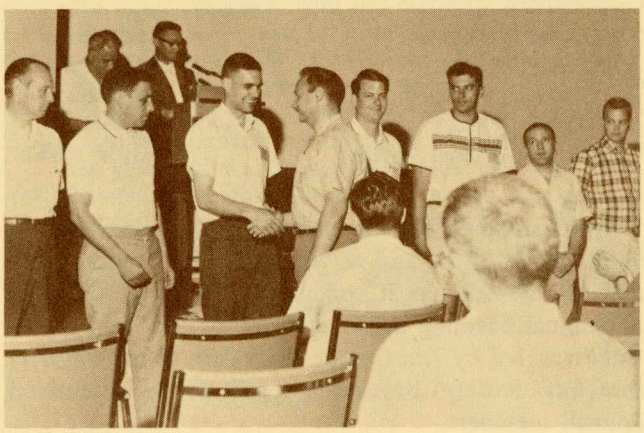
PERSONNEL

Centennial Year was also active in the field of YMCA personnel. Some favourable trends that have been noticeable for the past five years accelerated during 1967. We reached a new high in the number of staff members who are educationally qualified for professional positions (287 in 1967, 268 in 1966) and another decline in the numbers of those who are not so qualified. Our total staff at the end of the year was 439, which is a new record.

However our drop-out situation is still very serious. We lost 112 secretaries and 63 of them were university graduates. Replacing them and trying to check the causes of this abnormally high rate of departure takes a major portion of the time of our Personnel staff preventing them from engaging in more constructive pursuits.

The large number of new staff entering the YMCA has resulted in a lowering of the experience that is given to YMCA program. YMCA secretaries had a median age of 32 years with four years of experience.

The Youth Fund monies continued to make a splendid contribution to the Personnel scene. Twenty undergraduates received Youth Fund bursaries and three career secretaries were enabled to do graduate studies with our assistance. The emphasis on training this year was on the new Association program for professional development, and management training for Executives who supervise staff. Generous Youth Fund subsidies were provided for both series of events.



Some of the main projects of the Personnel Committee last year included:

. . A new model Personnel Policy that was endorsed by the Annual Meeting. Its use was encouraged in Associations with considerable success as many policy reviews and changes were reported.

. . A new Salary Guide was produced and sent to all Association Presidents and Secretaries. This was also endorsed by the Annual Meeting. It was used to good effect too, because at year end the median salary for all secretaries was up $500.00 above the year before. In the previous four years this figure had gone up only $325.00 in total!

All secretaries who had been on the job for three years or more were offered the opportunity of going through the performance appraisal process offered by the Personnel staff. This involves collection of data about the work of the Secretary and personal interviews with him and his supervisor. Seventy-six Secretaries took advantage of this opportunity. As this process goes on it is being modified and improved. The most important change in 1967 was to introduce the pattern of evaluation of performance against agreed upon objectives.

The process of accrediting and recognizing YMCA Secretaries has continued during recent years in spite of the fact that the process is being examined with a view to making basic changes in requirements. Nevertheless, 28 secretaries have been certified in the past five years (seven this year) and the total in the roster is now 287, a new high.

WORLD SERVICE

Centennial Year was the first year of the "new approach" in Canadian World Service. As could be expected, its beginnings were tentative and experimental. Canada continues to support the overseas work of the International Committee. Our share in 1967 was $113,088. All expenditures in Canada however, administrative costs, subsidies to Canadian agencies, and the YMCA's share of cooperative projects which were formerly paid by the International Committee are now the responsibility of the Canadian World Service Committee. This amounts to another $43,000. In addition it has been possible to make a beginning on several special projects which involve the Canadian YMCA in a direct relationship with work in overseas centres.

A variety of Associations participated in exchange programs and work camps — the refugee office at the World Alliance, at Mainau Centre, the Austrian YMCA, the Portugese YMCA, the French YMCA, in Jamaica and Venezuela. In cooperation with Canadian University Service Overseas, volunteers serve in Nigeria and Guyana. Moncton and Trinidad have had camper exchanges.

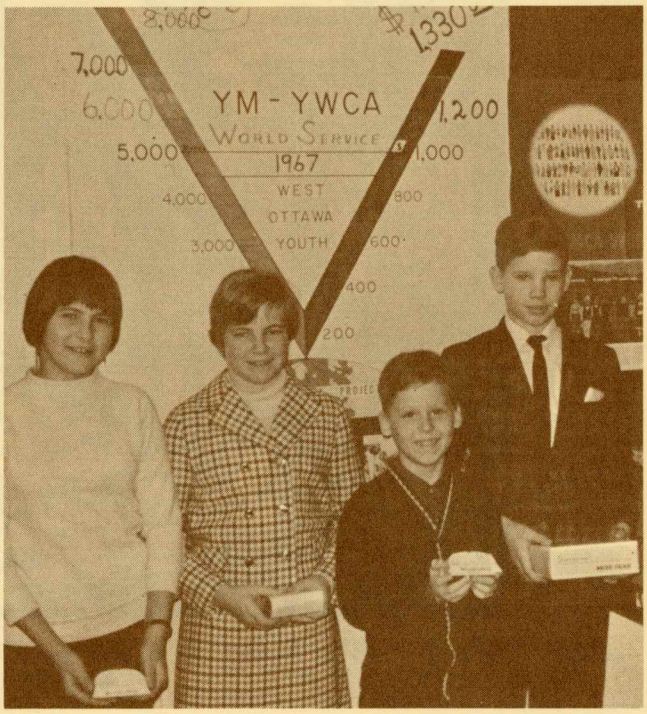
The Montreal YMCA is supporting Roger Wilson as a Fraternal Secretary in MacKenzie, Guyana, for a period of two years. Winnipeg is planning to share in a project in Jamaica; and Toronto in Trinidad. Three young men are also working with the Japanese YMCA.

Canadians serving overseas as Fraternal Secretaries with the International Committee include Murray Faulkner in Thailand, Don Marks in Venezuela, Clark Ready in Nigeria, D. G. Diamantides in Greece and Jack Dunderdale and Wes McVicar on the staff of the World Alliance in Switzerland. Two Fraternal Secretaries returned to the Canadian YMCA during the year — Jake Smythe from Ethiopia to Toronto Central Executive and Gordon Ramsay from Jamaica to National Council World Service.

Financially 1967 was a good year and more money was raised in Canada for World Service than in any year since the Buildings for Brotherhood campaign. A number of YMCAs participated in the "Marches for Millions" program and this helped to generate a further $27,000 for overseas work.

The World Service Committee is also supporting the World Young Adult Conference to be held at Geneva Park in August and is also assisting in establishing a portfolio at the World Alliance to serve YMCAs in developing countries in Physical Education. The first recipient of this office will be Canada's Wes McVicar.

A new policy for World Service in the Canadian YMCAs was developed late in 1967 and shared with all Associations; its final adoption by the Movement however, is not scheduled until 1968.



GENEVA PARK

The completion of the physical facilities at Geneva Park was closely associated with Canada's Centennial Year. The Centennial project was finished and dedicated before the year began, comprising the new Lodge and the Centennial Centre. They were in use throughout the Centennial Year and gave added lustre to many conferences and training programs that used the new facilities. At year end, except for some pledges that were still to come due, the National Council's Centennial Project was well on the way to being paid for.

This was the sixtieth year for the YMCA at Geneva Park, and by all odds the biggest. One hundred and sixteen conferences or training courses were held with 7,548 different persons attending and staying for a total of 24,527 nights, while eating 101,168 meals!

Geneva Park has become the hub of leadership training, not only for the YMCA but for many other organizations. Courses and conferences at Geneva Park range from farming to religion by way of recreation, skills, arts and crafts, physical education, human relations, management development and preparation for overseas service.

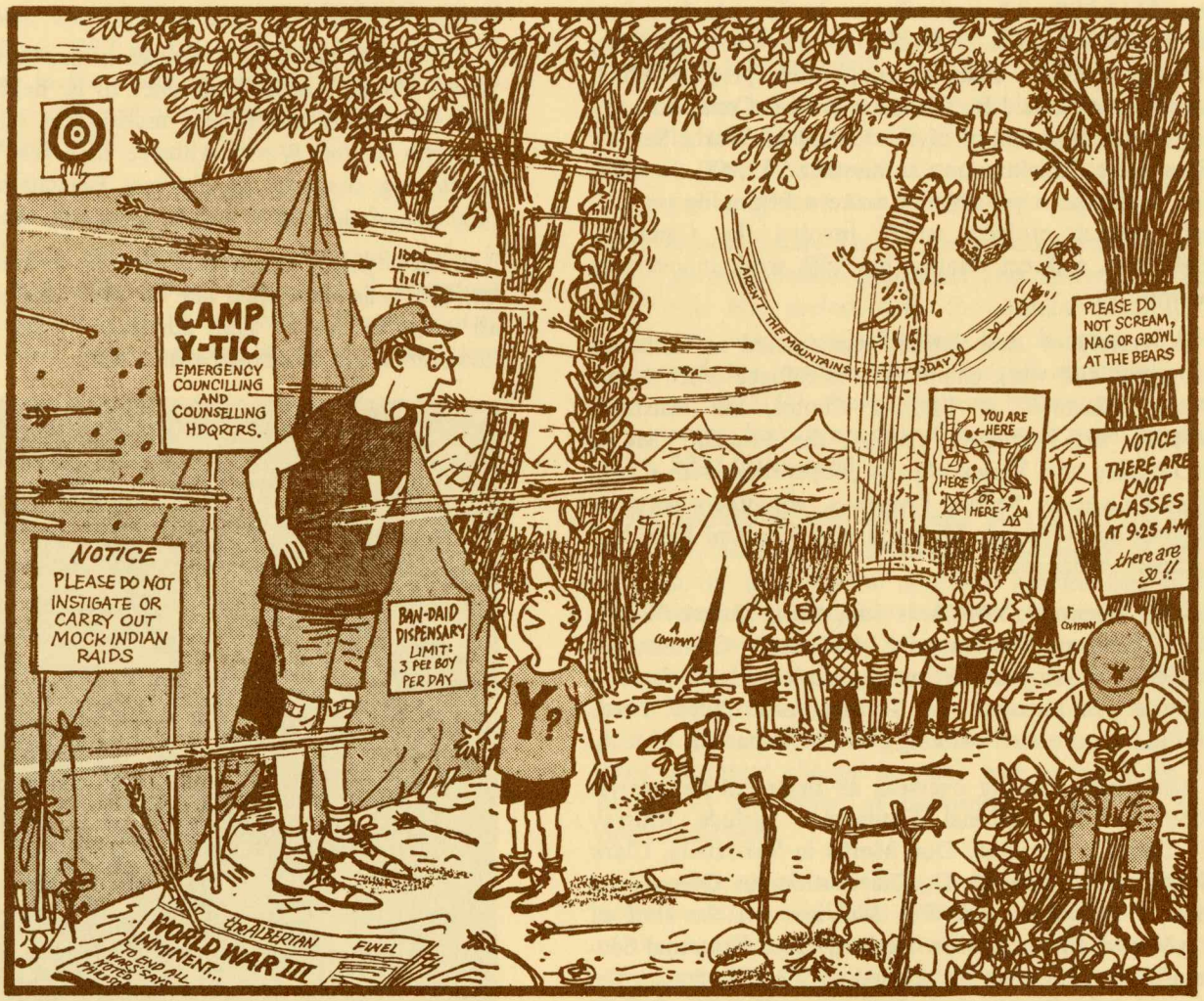
INDUSTRIAL MANAGEMENT CLUBS OF CANADA

The Industrial Management Clubs of Canada are affiliated with National Council which provides headquarter services for their national organization through the services of Stan Sneyd of the National Staff.

This is an effective and expanding organization which provides management development programs for foremen in Canadian industries. Five new Chapters were organized in 1967. Regional seminars were held in all eight of their geographic regions.

An extension course in "Supervisory Management" designed by the University of Windsor is now being conducted at four Community Colleges. For many years the I.M.C.C. has been conducting annual Management Development Courses at the University of Western Ontario and at Laval University (in French); two sessions of one week each were again held this year at each centre.

The I.M.C.C. co-sponsors the Production Show at the Canadian National Exhibition — one of the largest shows of its kind in the world. Plans are under way for the Canadian Plant Engineering and Maintenance Show to be held in Montreal in 1968. I.M.C.C. will be the sole sponsor of this.



"My Dad said he wanted you to give me a crash course in outdoor survival because our whole family may be heading for the hills any day now."

— reprinted courtesy Calgary Albertan

PUBLIC RELATIONS

The Public Relations Department continued to give excellent support to the Canadian YMCAs and the National Council in 1967. The various Centennial projects received good coverage in the press and other news media. Materials were designed and produced for the use of Associations including several items especially designed for YMCA-YWCAs.

The Canadian emphasis of International YMCA Week is the responsibility of Public Relations. The National Council Bulletin is also their responsibility. This paper which is published quarterly has a circulation of 10,000 and is extremely well received. The Annual Report of National Council is also designed and published by Public Relations.

It has been necessary, however, to restrict the expansion of National Council Public Relations for financial reasons. So much could be done in the field of television and YMCA publications had we the resources. It has never even been possible to retain the services of a full time Secretary in this Department. In view of this we owe a double debt of gratitude to the members of this committee who are professionals in the field but who devote their services to the YMCA with great generosity.

TRANSPORTATION

The National Council, in cooperation with the Canadian National Railways, operates six Associations which serve the men of that Railway. These Associations enjoyed a successful year in 1967 — in terms of the service they provided, their financial operations and, in some cases, their involvement in their communities, which in 1967 took the form of helping with Centennial Projects.

The highlight of the year was the Transportation Department's Summer Institute for North America which, in 1967, was held at Geneva Park. Over 100 lay leaders and staff members — mostly American — took part in this event.

Because of his transfer, the Transportation Committee lost its Chairman, P. L. Leggatt, during the year. Fortunately R. C. Field agreed to take the chairmanship.

FINANCIAL ADMINISTRATION

This Division of National Council is responsible for the administration of National Council headquarters and Geneva Park, including budget control, building maintenance, and clerical services. It also supplies consultative help to Associations in the fields of finance and administration.

Some of the committee's activities during the year include:—

- . . Decided to participate in the National Agency Review Committee.
- . . Approved grants to the Lanark County Association, Fort Erie Association and Streetsville YMCA-YWCA.
- . . Approved construction of washrooms at Geneva Park.
- . . Approved Capital Campaigns for Associations totalling $4,810,000 and notified 130 National Corporations and Foundations.
- . . Helped to clarify the relationship of the two National Council Corporations — Federal and Provincial.
- . . Received a donation to establish the J. H. Gundy Educational Award.
- . . Received several legacies, including a major gift of two-fifths of the residue of the Estate of D. I. McLeod.

CERTIFICATION . . .

The following persons completed requirements for YMCA secretaryship in 1967, as announced by National YMCA Personnel Services:

William C. Cleminson (Hamilton), **Philip H. Macdonald** (Montreal - West Island), **Helen M. Rideout** (formerly Fredericton), **Joan E. Richardson** (Sir George Williams University, **James H. Turner** (Montreal - Lachine Dorval), **Edward F. White** (St. John's Nfld.), **Richard L. Woods** (Vancouver - South).

FINANCIAL STATEMENT

THE NATIONAL COUNCIL OF YOUNG MEN'S CHRISTIAN ASSOCIATIONS OF CANADA
and
YMCA PROPERTIES INCORPORATED

Condensed Balance Sheet as at December 31, 1967 with Comparative Figures for 1966

OPERATING FUND

ASSETS	*1967*	*1966*
Cash	$ 33,218	$ 28,979
Investments, at cost (quoted market —$11,738)	15,000	15,000
Accounts receivable	114,169	41,702
Inventory of supplies, at lower of cost or replacement cost (Note)	26,735	—
Prepaid expense	3,783	4,884
	$ 192,905	$ 90,565

LIABILITIES AND FUNDS	*1967*	*1966*
Accounts payable and accrued	$ 140,871	$ 24,839
Funds held for allied groups	64,637	79,020
Deferred income	2,210	1,408
	207,718	105,267
Deficit	14,813	14,702
	$ 192,905	$ 90,565

CAPITAL, ENDOWMENT, YOUTH AND TRUST FUNDS

Cash	$ 23,764	$ 29,495
Investments, at cost (quoted market — $1,341,363)	1,327,226	1,018,665
Accounts receivable		
— Campaign pledges	128,457	346,299
— Other	53,352	36,602
	$1,532,799	$1,431,061
Land, buildings and equipment at cost		
— National Office	466,120	465,046
— Geneva Park	2,127,188	2,093,834
	$4,126,107	$3,989,941
Less — Allowance for replacement	207,733	144,000
	$3,918,374	$3,845,941

Banker's advance re Geneva Park	$ 147,300	$ 332,597
Accounts payable	13,645	18,098
Mortgage payable	5,000	—
Capital fund	2,422,481	2,432,858
Youth fund (see statement)	559,786	584,579
Endowment funds	701,645	427,530
Trust funds	68,517	50,279
	$3,918,374	$3,845,941

NOTE: In prior years supplies purchased during the year were charged to operations without adjustment for supplies on hand at the beginning or at the end of the year. At December 31, 1967 an inventory was taken of Headquarters and Geneva Park supplies and recorded in the accounts at $26,735 being the lower of cost or replacement cost. An adjustment was made to deficit for $16,974 being the value of Headquarters supplies which were estimated not to have changed materially during the year and accordingly the adjustment affects prior years. An adjustment of $9,761 was made to Geneva Park operations for the year being the value of Geneva Park supplies which were estimated to have been materially accumulated during the year and therefore credited against current operations.

THE NATIONAL COUNCIL OF YOUNG MEN'S CHRISTIAN ASSOCIATIONS OF CANADA AND Y.M.C.A. PROPERTIES INCORPORATED

Combined Statement of Income and Expenditure and Deficit
For the Year Ended December 31, 1967

HEADQUARTERS OPERATIONS

	1967	1966
INCOME		
Associations allocations	$224,301	$207,083
Non-association solicitation	2,911	2,607
Investment income including endowment	19,878	21,577
Rental income	13,544	13,236
Sale of supplies	12,489	2,802
Refunds		
I.M.C.C.	6,522	6,290
Railway companies	5,098	3,269
World Service	—	26,230
Service charge — 3½%	12,091	12,305
World Service	190,608	—
	$487,442	$295,399
EXPENDITURE		
Salaries and wages	$190,133	$169,702
Retirement and group insurance	15,585	12,472
Departmental expenses	33,698	34,988
General office	21,470	24,439
Building operation	21,610	21,987
Provison for replacement	13,000	13,000
Appropriations	4,228	23,838
World Service	190,608	4,436
Youth group subsidy to Geneva Park	—	5,138
	$490,332	$310,000
Excess of expenditure	$ 2,890	$ 14,601

(continued next column)

GENEVA PARK OPERATIONS

Excess of expenditure	$ 24,195	$ 8,586
	$ 27,085	$ 23,187
DEFICIT (Working Capital) at beginning of year	$ 14,702	$ (8,485)
	$ 41,787	$ 14,702
Inventory of supplies	16,974	—
Income appropriated from D. I. McLeod estate endowment fund	$ 10,000	$ —
DEFICIT AT END OF YEAR	$ 14,813	$ 14,702

SUMMARY OF GENEVA PARK OPERATIONS
For the Year Ended December 31, 1967

	1967	1966
Income	$284,401	$257,291
Expenditure	308,596	265,877
Excess of Expenditure	$ 24,195	$ 8,586

Expenditure includes provision for replacement of $40,000 in 1966 and $50,000 in 1967.

YOUTH FUND
From Commencement of the Campaign to December 31, 1967

	To Dec. 31, 1966	During 1967	To Dec. 31, 1967
Cash Received and Receivable			
Subscriptions received	$2,061,917	$ 12,630	$2,074,547
Interest and dividends	111,753	30,323	142,076
Pledges receivable	58,246	(12,472)	45,774
Less: Pledges written off	(3,072)	(36,847)	(39,919)
	$2,228,844	$(6,366)	$2,222,478
Expenditure			
National Headquarters	$ 386,643	$ —	$ 386,643
Geneva Park	879,088	—	879,088
Personnel (Scholarships, Training and Recruiting)	148,881	15,482	164,363
Extension — General	35,973	1,611	37,584
— Lanark Project	29,485	1,000	30,485
Research and Volunteer Leadership	16,633	—	16,633
1968 YMCA Conference	—	334	334
Campaign Expenses	111,958	—	111,958
Administrative and Other	35,604	—	35,604
	$1,644,265	$ 18,427	$1,662,692
	$ 584,579	$(24,793)	$ 559,786

To the Members
The National Council of Young Men's Christian Associations of Canada

We have examined the combined balance sheet of The National Council of Young Men's Christian Associations of Canada and Y.M.C.A. Properties Incorporated as at December 31, 1967 and the combined statements of income and expenditure and deficit for the year then ended. Our examination included a general review of the accounting procedures and such tests of accounting records and other supporting evidence as we considered necessary in the circumstances.

In our opinion these financial statements present fairly the financial position of the organizations as at December 31, 1967 and the results of their operations for the year then ended, in accordance with generally accepted accounting principles applied, except for the change in accounting for the inventory of supplies as described in the note to the combined financial statements, on a basis consistent with that of the preceding year.

February 20, 1968

RIDDELL, STEAD, GRAHAM & HUTCHISON

NATIONAL COUNCIL of YOUNG MEN'S CHRISTIAN ASSOCIATIONS of CANADA

2160 Yonge Street, Toronto 7, Ontario - Telephone (416) 485-9447 — Cable "Association"

The Young Men's Christian Association is a world-wide fellowship united by a common loyalty to Jesus Christ for the purpose of building Christian personality and a Christian society.

In Canada the YMCAs and YMCAs-YWCAs join to form a National Council —

- to foster a cohesive National Canadian Movement and a sense of belonging to a world-wide Christian fellowship.
- to assist and coordinate the work of Canadian Ys in the fulfillment of the purposes of the YMCA.
- to cooperate with other national and international agencies with purposes consistent with the YMCA.

Members are invited to visit the National Offices at 2160 Yonge Street, Toronto and the Canadian YMCA conference and training centre at Geneva Park on Lake Couchiching, near Orillia, Ontario.

PATRON
Governor-General R. Michener

HONORARY PRESIDENT
W. Harold Rea, Toronto

HONORARY VICE-PRESIDENT
Lt.-Col. P. Norman Alexander, Toronto
Hon. Dr. N. A. M. Mackenzie, Vancouver
J. Hiles Templin, Hamilton
Hon. H. F. Thomson, Regina
J. B. Sangster, Regina
J. M. Magwood, Q.C., Toronto

IMMEDIATE PAST PRESIDENT
W. Harold Rea, Toronto

PRESIDENT
M. F. Strong, Ottawa

REGIONAL VICE-PRESIDENT
H. A. Brown, Toronto
D. D. C. McGeachy, London
Wm. M. Hogg, Sault Ste. Marie
R. H. Hoppe, Montreal
F. H. Kernaghan, Halifax
J. G. Sheppard, Hamilton
J. E. Girven, Peterborough
D. C. Campbell, Fredericton
W. W. Smith, Winnipeg
J. A. Love, Calgary
F. E. Reid, Regina
C. A. Simpkins, Vancouver

CHAIRMAN, NATIONAL BOARD
J. F. Girvan, Toronto

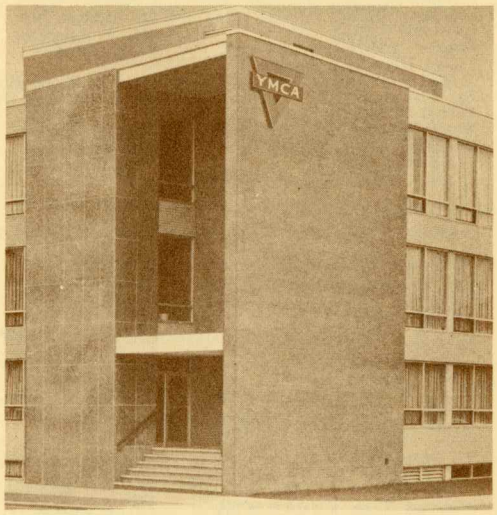
TREASURER
W. H. Woodrow, Toronto

COMMITTEE CHAIRMEN
Endowment and Investment
W. Harold Rea, Toronto
Transportation
R. C. Field, Montreal
Relationships
W. E. Snow, Toronto
Geneva Park
H. M. Forth, Toronto
Program Services
Rev. W. Howard, Ottawa
Personnel Services
D. L. King, Toronto
World Service
D. R. Annett, Toronto
National Leadership
J. M. Magwood, Q.C., Toronto
Public Relations
Alan S. Crawford, Toronto

COMMITTEE OF NATIONAL ADVISORS
T. M. Mayberry, (Chairman), Hamilton
C. S. Campbell, Q.C., Montreal
G. L. Crawford, Calgary
N. R. Crump, Montreal
G. Hamblin, Kitchener
D. E. Kilgour, Winnipeg
H. H. Lank, Montreal
Hon. Dr. N. A. M. Mackenzie, Vancouver
N. J. McKinnon, Toronto
D. D. Patterson, Saint John
R. M. Sale, Oakville
K. E. Scott, Oakville
F. G. Winspear, Edmonton

STAFF
General Secretary
Les Vipond
Business Administrator
J. O. Pollock
Personnel Services
M. B. Shantz
Program Services
G. Hodge
Staff Development
W. H. Skinner
Geneva Park
D. M. Nicolson
Western Region Field Service
D. L. McGregor
Central Region Field Service
I. Eaton
Eastern Region Field Service (Y's Men's Liaison)
R. B. Smith
Transportation and Industrial Management Clubs of Canada
H. S. Sneyd
World Service
G. S. Ramsay
Public Relations
R. J. Torrance

(listing shown as of June 1, 1968)



Here are the YMCAs/YWCA-YWCAs which are members of the National Council of YMCAs of Canada, with Presidents listed at National Office as of May 31, 1968:

BRITISH COLUMBIA

Regional Vice-Pres.,	C. Simpkins, Vancouver
Burnaby Family YMCA,	W. J. Peters
Kitimat YMCA	W. D. Van Kleek
New Westminster YMCA-YWCA	John Mathers
Prince George YMCA-YWCA	
Vancouver YMCA	J. Roberts
Metropolitan	H. B. Main
Central	Dr. W. Joiner
Alma	T. H. O'Brien
Broadway	Craig Noylan
Cambie	R. J. Allinson
Richmond	L. E. Armstrong
South Vancouver	A. Dancs
West Vancouver	D. O. Carmichael
Victoria YMCA-YWCA,	F. G. Rainsford

ALBERTA

Regional Vice-Pres.,	J. A. Love, Calgary
Calgary YMCA	
Metropolitan	Franklin S. Lough
Central	S. Colpitts
North	W. H. Herriott
South	J. W. Campbell
Edmonton YMCA	
Metropolitan	Charles Gilbert
Central	Gary Campbell
South Edmonton	G. Moir
West Edmonton	K. Dunkley
Lethbridge YWCA	T. McNab
Medicine Hat YMCA-YWCA	Don Medhurst
Red Deer and District YMCA	Mrs. F. M. Dehamel

SASKATCHEWAN

Regional Vice-Pres.,	F. E. Reid
Moose Jaw YMCA-YWCA,	Earl Dokken
Regina YMCA	C. M. Willoughby
Saskatoon YMCA	K. C. Priest
Weyburn YMCA-YWCA	Mrs. Milo Grohn

MANITOBA & N.W. ONTARIO

Regional Vice-Pres.,	W. W. Smith, Winnipeg
Brandon YMCA	J. R. McPhail
Fort William YMCA	Hubert Badanai
Port Arthur YMCA-YWCA	Mrs. V. C. Hess
Winnipeg YMCA	
Metropolitan	G. B. McCrea
Central	A. D. Ramsay
Elmwood-Kildonan	F. DeGraff
North Winnipeg	F. Tesarski
St. James Family	Miss Mary Kelekis
St. Vital	E. G. Gobell

NORTHERN ONTARIO

Regional Vice-Pres.,	W. M. Hogg, Sault Ste. Marie
Capreol RR YMCA	A. C. Maahs
Hornepayne RR YMCA	W. C. Collins
North Bay YMCA	B. Moynan
Sault Ste. Marie YMCA	J. H. Kelleher
Sudbury YMCA	J. M. Holloway

WESTERN ONTARIO

Regional Vice-Pres.,	D. D. C. McGeachy, London
Chatham YMCA	R. Bedford
Ingersoll YMCA	Dr. J. Lawson
London YMCA-YWCA	N. G. Burdick
Bob Hayward Branch YMCA-YWCA	Rev. J. E. G. Houghton
St. Thomas YMCA	M. J. Fleming, Jr.
Sarnia YMCA-YWCA	A. A. Sheppard
Stratford YMCA-YWCA	R. J. Richards
Windsor YMCA-YWCA	Walter Prince
Woodstock YMCA	William Allen

SOUTHERN ONTARIO

Regional Vice-Pres.,	J. G. Sheppard, Hamilton
Brantford YMCA-YWCA	J. C. White
Burlington Family YMCA	J. P. Morton
Fort Erie Community YMCA	A. S. Chavalier
Galt & District YMCA	R. A. Burnes
Guelph YMCA-YWCA	Mrs. T. O. Graham
Hamilton	
Metropolitan	G. H. Blumenauer
Downtown YMCA	K. E. Martin
Mt. Hamilton YMCA-YWCA	C. D. McCallum
Kitchener-Waterloo YMCA	C. Greb
Greater Niagara Falls YMCA	F. Leslie
Owen Sound YMCA-YWCA	Mrs. W. Wolfe
St. Catharines YMCA	Harding Cambray
Grantham	J. Patterson
Thorold	Mrs. R. Kirkpatrick
Welland Area YMCA-YWCA	Dr. J. Dubois

TORONTO REGION

Regional Vice-Pres.,	H. A. Brown, Toronto
Acton YMCA	G. W. McKenzie
Brampton YMCA-YWCA	Mrs. W. G. Whittaker
Georgetown YMCA-YWCA	Mrs. Mildred Ford
Oakville YMCA-YWCA	G. D. Schroeder
Streetsville	Peter Draper
Toronto	
Metropolitan	Donald G. Lawson
Central	G. K. MacDonell
Eastview	J. C. McDaniel
Etobicoke	H. C. Steels
Lakeshore	
North Toronto	D. E. L. Macdonald
North York	John D. Booth
Scarborough	J. E. Gawley
West End	C. A. Culley
Westwood	H. Koehle
Toronto Yard RR	L. C. Dearing
Whitby	Dr. J. Davies

EASTERN ONTARIO

Regional Vice-Pres.,	J. E. Girven, Peterborough
Barrie YMCA-YWCA	G. A. Leighton
Belleville YMCA	H. J. Fast
Brockville YMCA-YWCA	M. Darroch
Cobourg YMCA-YWCA	J. Robertson
Cornwall YMCA-YWCA	H. Lough
Kingston YMCA-YWCA	Mrs. J. K. Fee
Lindsay YMCA	E. Waterhouse
Midland YMCA	W. Frank Hartman
Orillia YMCA	B. Blake
Peterborough YMCA	D. S. Kirk
Geneva Park	H. M. Forth

QUEBEC PROVINCE & OTTAWA

Regional Vice-Pres.,	R. H. Hoppe, Montreal
Lanark County YMCA	Mrs. Gordon McCoy
Montreal	
Metropolitan	W. N. Hall
Downtown	H. Bennett
International	A. Kabbash
Lachine-Dorval	R. F. Murray
West Island	S. G. Steele
Northmount	G. P. Pim
Notre Dame de Grace	T. H. Burdon
Westmount	W. D. MacDonald
Sir George Williams University	F. F. Fulton
Central Station RR	H. F. Murray
Montreal Yard RR YMCA	R. Pasteris
Ottawa YMCA-YWCA	Henry F. Davis
West Ottawa YMCA-YWCA	Mrs. D. Hain
Quebec YMCA	G. A. Thompson
Sherbrooke YMCA-YWCA	W. Lyon

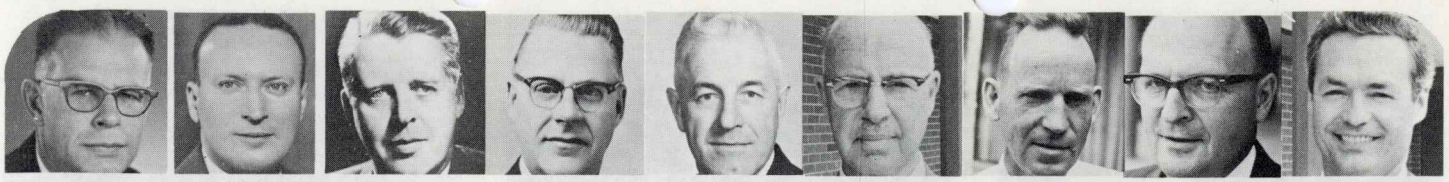
NEW BRUNSWICK & P.E.I.

Regional Vice-Pres.,	D. C. Campbell, Fredericton
Fredericton YMCA-YWCA	Jerry MacKenzie
Moncton Family YMCA	C. O. Crawford
Moncton Yard RR YMCA	R. E. Warman
Saint John YMCA	T. R. G. McKim
Charlottetown, P.E.I., YMCA	Dr. F. Jelks
Summerside, P.E.I., YMCA	R. Boates
Woodstock, N.B., YMCA	A. Cuffe

NOVA SCOTIA & NEWFOUNDLAND & BERMUDA

Regional Vice-Pres.,	Frank H. Kernaghan, Halifax
Amherst YMCA	W. Hogan
Dartmouth YMCA-YWCA	J. B. Ashbourne
Halifax YMCA	Dean W. Salsmen
Pictou County YMCA-YWCA	J. D. Mitchell
Sydney YMCA	L. W. Creaser
Yarmouth YMCA	C. R. Rand, Q.C.
St. John's Nfld., YMCA	E. H. J. Hiscock
Hamilton, Bermuda YMCA	A. E. Wilkie

Gifts, endowments and bequests may be given to 'National Council of YMCAs of Canada' at 2160 Yonge Street, Toronto 7, Ontario.



CARSON WOODROW PETERSEN CRAWFORD WILLIAMS MACDONALD KIDD PATTERSON LAWSON

NEW OFFICERS AND COMMITTEE CHAIRMEN . . . John J. Carson, chairman, Public Service Commission of Canada, Ottawa, is the new National YMCA President, succeeding Maurice F. Strong (who continues on the Executive Committee as Past President). C. O. Crawford, Moncton, is the new Regional YMCA Vice President for New Brunswick and Prince Edward Island (D. C. Campbell retiring); D. G. Williams, Belleville, for Eastern Ontario (J. E. Girven retiring); H. R. Macdonald, Toronto, for Toronto Region (H. A. Brown retiring); and E. A. Kidd, Regina, for Saskatchewan (F. E. Reid retiring). William H. Woodrow is now Chairman of the National Board (J. F. Girvan retiring), with N. F. Petersen, Toronto, being elected Treasurer and Financial Administration committee chairman. F. A. Paterson succeeds H. M. Forth as Geneva Park committee chairman; K. E. Lawson is new World Service Committee chairman (D. R. Annett retiring). Other National Board elections include Rix. G. Rogers, Montreal and Paul Koch, Hamilton (1969); International Y's Men's Charles Linkletter, Summerside, P.E.I., K. A. Latter, Woodstock, Ont., Chris Shepherd and W. E. Snow, Toronto.

Continued from page 1

▼ Today the most important gap is that which separates the generations. Our object should not be in simply creating a dialogue between the generations, but in bringing members of both generations together to deal with real problems and issues as equal partners.

▼ The YMCA must become more active in the university community.

▼ National Council must place more emphasis on its relationships with various departments of the federal government and with other key national organizations directly concerned with the areas of social action in which the Y is involved. It should take the lead in formulating and putting forward a YMCA position on issues of national importance bearing on the YMCA's special interest.

▼ National Council should take the initiative in forming task force groups composed of National and local Association staff to investigate and deal with particular matters.

▼ There should be more mobility in the National Council staff with people coming out of local Associations to serve for periods on the National staff and vice versa.

(from remarks by retiring President Maurice Strong)

†

IN MEMORIAM

William R. Cook
Retired YMCA Secretary
Toronto, February 27, 1968

Alfred W. Harrold
Retired YMCA Secretary
Toronto, April 26, 1968

G. A. (Bert) Life
Former YMCA Secretary
Toronto, May 30, 1968

NEW NAMES to the International Committee include H. R. Davis, Montreal (1969), D. R. Bannerman, Montreal (1970), Dr. J. Curtis, Halifax, G. D. Ball, Montreal, G. Cressy, Toronto, M. Cain, Regina (1971).

NATIONAL YMCA PROGRAM SERVICES staff appointments are: C. A. B. Owen, from Winnipeg, as development and research (from August 1), and F. R. Kisby, formerly Montreal and now Springfield College, for physical education (from October 1). Both will be working with G. A. Hodge, who resumes Program Services job following '68 Conference. Geneva Park business manager is Neill Latter, from Sudbury, working with D. M. Nicolson, GP executive secretary.

OWEN KISBY HODGE

Note These Dates

1968

International Human Rights Year

JULY

14-27 Leadership Training Camp — Girls — Geneva Park
21-28 Inter American Youth Conference, Rio de Janeiro
22-26 International Y's Men's Convention, French Lick, Indiana

AUGUST

1-11 World YMCA/YWCA Young Adult Conference, Toronto and Geneva Park
10-24 Y's Men-sponsored Human Relations Courses — Geneva Park
31 13th YMCA Canadian Youth Assembly — Geneva Park
31 - SEPT. 7 National YMCA Skill School, Geneva Park

SEPTEMBER

21-22 National YMCA Board meeting, Toronto
27-29 International Committee Plenary, Atlanta, Georgia

OCTOBER

13-17 Seventh World YMCA Consultation on Health and Physical Education — Mexico City
25-26 Industrial Management Clubs of Canada — 24th National Conference, Royal York Hotel

NOVEMBER

10-16 101st Annual YMCA/YWCA Week of Prayer and World Fellowship
10-15 YMCA Seminar on United Nations and World Affairs Education, New York
4-14 Association Program for Professional Development— Geneva Park

Some Opinion Poll Results

(taken at Y Conference—York University):

▼ The importance of acquiring and holding competent staff and lay leaders received almost unanimous support.

▼ 98% of delegates polled thought the Y should increase co-operation with other organizations to become more effective in community development.

▼ 94% thought we should be making young people more a part of our decision-making apparatus.

▼ 91% said we should change the present image of the YMCA to one which is more dynamic, cohesive, stimulating, and clearly understood by the general public.

▼ 91% said we should make the Y a community facility for all people regardless of their religious beliefs or economic position.

▼ 13% considered the place of alcohol in the Y a "very important" issue.

▼ 9% were especially concerned with how we should determine program fees.

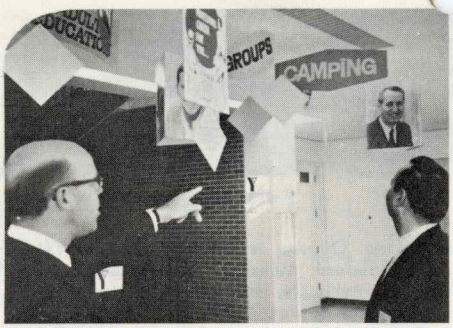
▼ 8% attached particular significance to the issue of swimming standards.

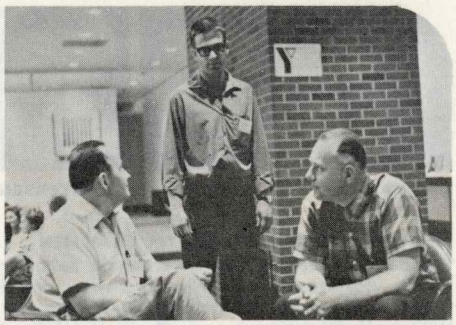
NATIONAL YMCA's CONTACT with National Capital government and other organizations in Ottawa will be developed in consultation with Ottawa YMCA-YWCA. Pending construction of the new Ottawa 'Y' building, National 'Y' will maintain separate mailing address at Box 535, Kanata, Ontario, with phone (613) 836-4935. A. S. Crawford, chairman and W. E. Snow, vice-chairman of the new Communications Committee (merging Public Relations, Relationships) will assist in the development of this new National 'Y' service.

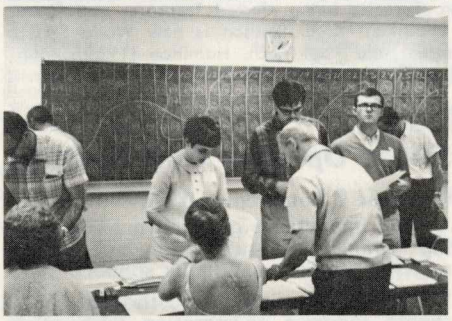
About the '68 Conference

. . . There is every indication that the Conference accomplished its purpose. Communication gaps **were** bridged and priority concerns **were** established. Organizational blocks **were** blasted. . . . The scene now shifts to Stage Three of the Conference Process and out of this will come, I am confident, specific results that will more than justify all the individual effort. . . .

—comments from H. A. Brown, Conference Chairman.







HOW THE 'Y' CHANGES

"As a total Association, if we are really going to prepare for change, we should stop getting hung up on worn-out standards of success or failure, and become a part of the action," said C. ROY BROOKBANK (Professor of Economics at Dalhousie University) in his summary at the National YMCA Conference.

"We have visibility gaps — we don't see one another very well in the YMCA. We have communication gaps — we do not hear one another very well. And we have some very big power gaps — we really don't handle one another very well", said Mr. Brookbank.

In a CBC-TV interview for "The Day It Is", Mr. Brookbank told viewers: "We're not suffering from an inter-generational gap as such in the YMCA, but from a big organizational gap — an organizational gap that may wipe out any relevance we have or can develop as an Association."

Mr. Brookbank specified several issues coming from conference discussions:

INVOLVEMENT — especially of youth. "What are the visibility, communications, and power gaps in this business of involvement of people in YMCA activities?"

PERSONNEL — "Do visibility gaps exist between staff and lay, senior and junior positions?"

SOCIAL OR COMMUNITY ACTION — "Those other people are there, and we really can't ignore them. A social action trip cannot be taken alone. Some big organizations in Canada have been able to surmount visibility gaps, communications gaps, and power gaps to set up teams for this kind of a creative trip. They call these teams task forces."

ROLE OF NATIONAL COUNCIL — "We have some real gaps around the relationship of National Council to local Associations."

"Many of us have discovered during this conference", Mr. Brookbank noted, "that we are a part of this big organizational gap".

(ROY BROOKBANK is a member of the National Board).